



# Off-site Levy Bylaw Review

June 28, 2022

# Today's Agenda

- 1. Message from Executive Sponsor**
- 2. What we heard**
- 3. Off-site Levy Bylaw Review**
  - a) Project Roadmap
  - b) Project Team
  - c) Strategy
  - d) Formula
- 4. Consultation focus areas**
- 5. Next steps**
- 6. Discussion**

# Message from Executive Sponsor

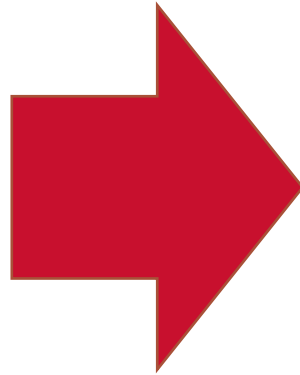
**Josh White**

Director, City & Regional Planning



## What we heard

- Confusing formula
- Denominator questions
- Concerns on incline

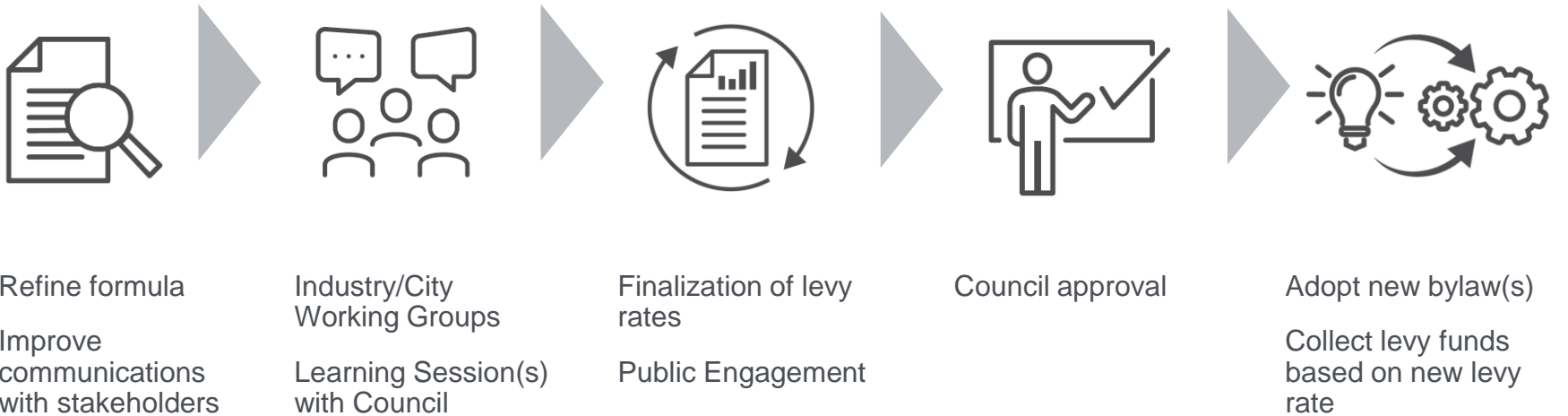
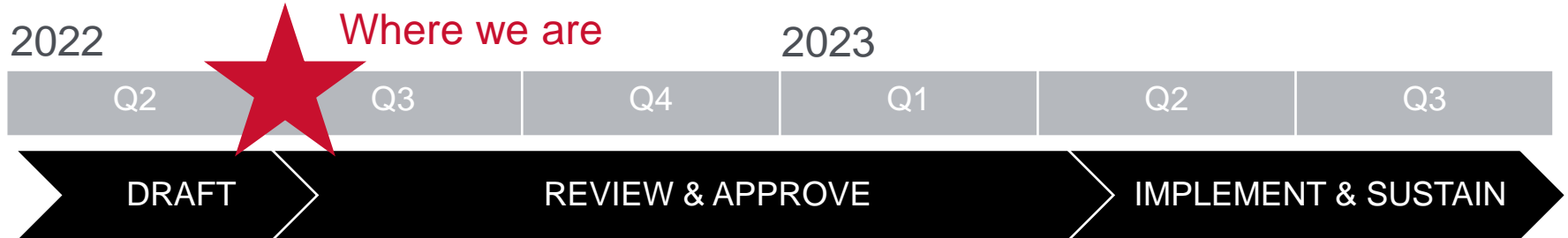


## What we've done

- Worked on how to better explain the formula
- Reviewed denominator(s)
- Identified opportunities to explore



# Project Roadmap





# Consultation Tactics

## Industry Executive Sessions



Monthly executive sessions

## Industry Working Groups



**Water Resources**  
3 – 4 sessions

**Community Services**  
5 – 7 sessions

**Transportation**  
7 – 8 sessions

## Industry Online Portal & Survey



Detailed information  
Opportunity for additional industry engagement

## Regional Partners



CMRB circulation for information  
Discussions on infrastructure investments plans

## Council Workshops



Optional opportunities for informal discussions on the details of the levy

## Public



Advertising  
Engagement of impacted members



# Project Team

**Krista  
Campbell**



Project Sponsor

**Angela Sedor**



Project Lead /  
Incumbent  
Community  
Services Lead

**Brian Arthur**



Transportation  
Lead

**Chris Tse**



Water Resources  
Lead

**Michael  
Sydenham**



Funding &  
Investment  
Consultant



# Consultation & Communications

**Pam  
McHugh**



Consultation  
Facilitation

**Quinn  
Eastlick**



Consultation  
Facilitation

**Erika Van  
Boxmeer**



Communications



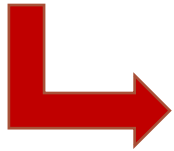


# Off-site Levy Bylaw

## Inputs, Collection & Allocation

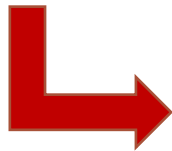
**Input 1:**  
Long-Term  
Vision / Plans

- Municipal Development Plan / Calgary Transportation Plan
- Area Structure Plans / Outline Plans
- Infrastructure Investment Plans / Feasibility Studies



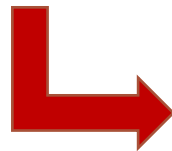
**Input 2:**  
Citywide  
Growth  
Strategy

- New Community Business Cases (every 2 years)
- Industrial Strategy



**Off-site Levy**

- Bylaw updated every 2 years\*
- Collection through Development Agreements



**Output:**  
Budget  
Allocation

- Corporate prioritization
- Business Plans & Budgets
- Budget cycle every 4 years with mid-cycle adjustments

\*Under review

# Strategy

## Guiding Principles & Strategic Objectives

# Council's Strategic Direction

## Calgary is a resilient city

### Economic Resilience



### Social Resilience



### Climate Resilience



Strengthen Relationships with Calgarians



Deliver the right services



Build strong communities



Invest in infrastructure



Finance our future



# Off-site Levy Bylaw Guiding Principles

**Sustainable &  
Resilient**



Increase  
financial  
resilience

**Shared Cost,  
Share Benefit,  
Shared Risk**



Equitable  
sharing

**Competitive**



Deliver  
infrastructure  
within a  
competitive &  
stable  
environment

**Collaborative &  
Consultative**



Approach with  
stakeholders

**Transparent &  
Accountable**



Oversight,  
stewardship &  
ongoing  
monitoring &  
reporting

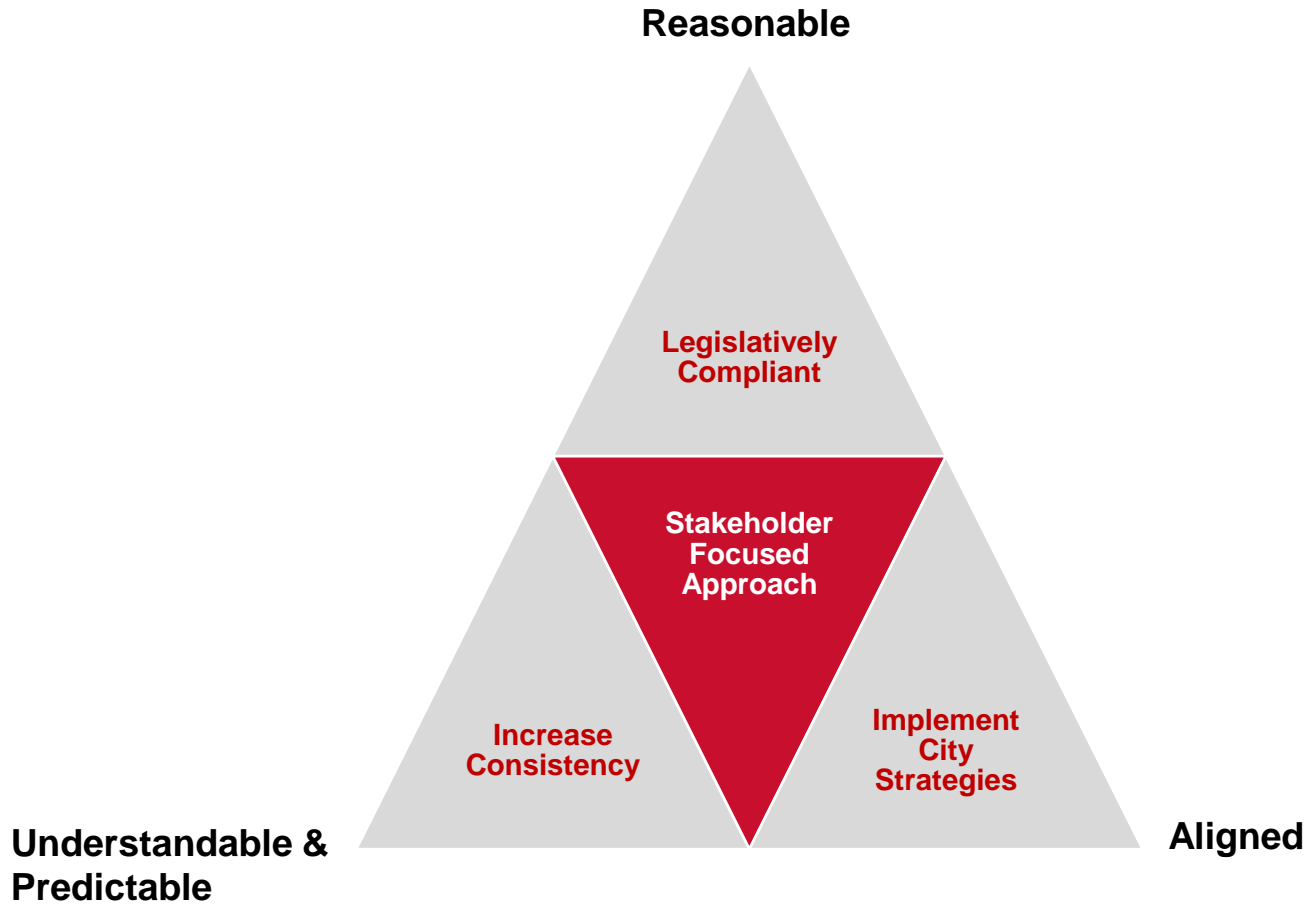
**Aligned &  
Compliant**



Legally  
defensible &  
legislatively  
compliant



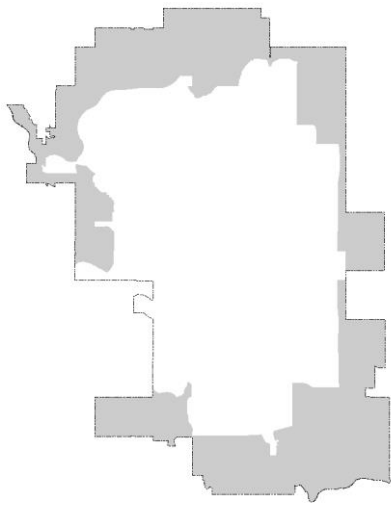
# Off-site Levy Bylaw Review Strategic Objectives



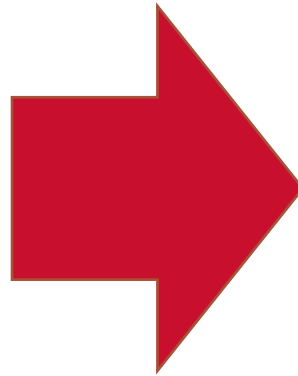
# Off-site Levy Bylaw

## Current vs. Future State

### Current State



- Forecast based
- Inconsistencies
- Shortfalls (debt)



### Future State



- *Defined area*
- *Defined project list*
- *Defined benefit categories*

# Formula

Defined area, defined projects, defined benefit

# Formula Components



**Leviable Land (ha)**

Defined area



**Capital Costs (\$)**

Defined list of projects



**Benefit (%)**

Defined benefit categories





# Formula



Capital Costs (\$)²

x

Benefit (%)³

**= Levy Rate per Hectare⁴**

Leviable Land (ha)¹



- 1 Leviable land refers to land available for development with active Area Structure Plans that has not previously paid levies
- 2 Capital costs required for leviable land
- 3 Benefit attributable to leviable land
- 4 Different levy rates per infrastructure type/infrastructure category



# Formula Inputs

Capital required & adjustment factors<sup>5</sup>

Population & job growth

Capital Costs (\$)²

x

Benefit (%)³

Levy Rate per Hectare<sup>4</sup>

Leviable Land (ha)<sup>1</sup>

Actively Developing Communities &/or Area Structure Plans

- 1 Leviable land refers to land available for development that has not previously paid levies
- 2 Capital costs required for leviable land
- 3 Benefit attributable to leviable land
- 4 Different levy rates per infrastructure type/infrastructure category
- 5 Includes discount factors & escalation factors

# Area Served by Infrastructure



## Community

A community is served by infrastructure

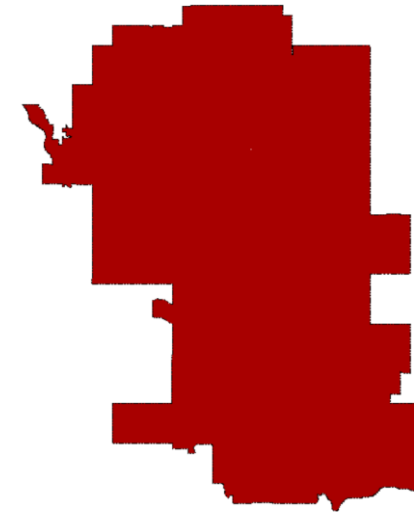
**E.g., Linear extension**



## Area Structure Plan(s)

Entire ASPs or several served communities by infrastructure

**E.g., Libraries**



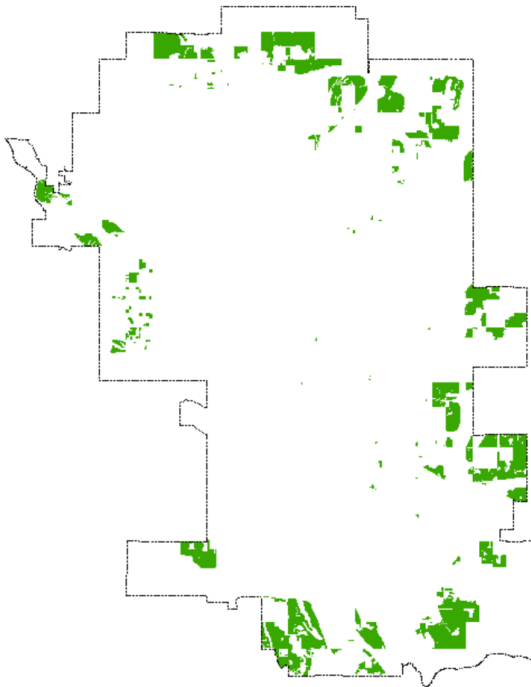
## City-wide

City-wide service area; system-based infrastructure

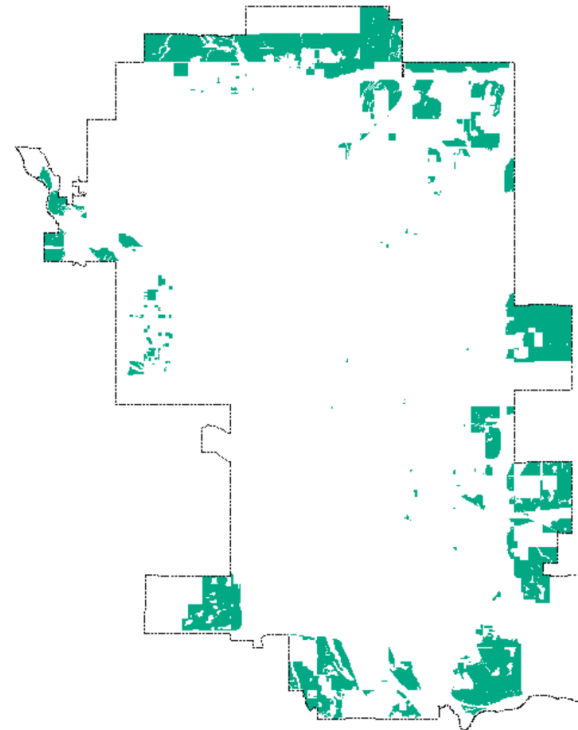
**E.g., Interchanges**

# Leviable Land\* (ha)

## Actively Developing Communities



## Area Structure Plans



\*Leviable land refers to lands within the greenfield, available for development, with Area Structure Plans that have not previously paid levies.



# Benefit (%)

- Benefit attributable to leviable land
- Consistent population and job growth data
- Infrastructure planning benchmarks / equivalent population
- Benefit methodology will be different for each infrastructure type

## Benefit Categories

#	Infrastructure Required	Estimated Capital Costs	Other		Greenfield			Leviable Costs
			Established Area	Region	Previously Levied	Leviable Land	Future Leviable	
1	FACILITY	\$10M	N/A	N/A	5%	95%	N/A	\$9.5M



# Impact of new community business cases

## Water Resources

New communities approved by Council:

- New leviable land added to denominator
- Any associated new capital projects added to the numerator

## Transportation & Community Services

New communities approved by Council  
**in a new ASP\*:**

- New leviable land added to denominator
- Any associated new capital projects added to the numerator

\*Under review

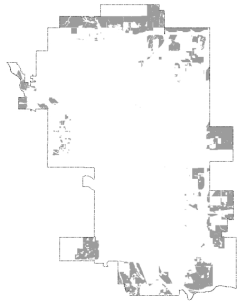
# Consultation Focus Areas

Working groups



# Focus areas of working groups

All data/input information posted on [Calgary.ca](http://Calgary.ca)



## Leviable Land (ha)

Defined area

- ✓ Questions for clarity on the rationale for the denominator chosen for each infrastructure type



## Capital Costs (\$)

Defined list of projects

- ✓ Review whitepapers
- ✓ Questions for clarity on the levy eligibility rationale of infrastructure listed and adjustments factors applied



## Benefit (%)

Defined benefit categories

- ✓ Feedback on benefit rationale and continuous improvement opportunities for each infrastructure type





# Next Steps

# Next Steps

1

**Review** infrastructure whitepapers & online portal content

2

**Participate** in the working groups or through the online portal survey

1. Water Resources (July – September)
2. Community Services (July – November)
3. Transportation (September – December)

3

**Read Dispatch** newsletter updates to stay informed



# Discussion



# Discussion Questions

1. **WHAT WE HEARD:** Have we missed anything?
2. **FORMULA:** Is the new way of presenting the formula clearer?
3. **CONSULTATION:** What are your thoughts on the opportunities presented to you to stay informed/be consulted on for this project?

**Calgary**



# Thank you!

Questions & Comments